

1. The purpose of this year's Logistics Planning Conference was to discuss the following four topics:

DRAFT

- a. OL's Strategic Plan
- b. Possible Rotation at the Division and Staff chief level
- c. Management of Marginal Employees
- d. OL Organizational Structure.

2. Mr. McDonald, Director of Logistics, opened the meeting with the following remarks:

a. During a recent meeting with the DDA, the DDA advised that overall he was very pleased with OL.

b. The DDA now has a good appreciation for the degree of difficulty, operationally, in the OL and the diversity involved.

c. The DDA feels OL is responsive to the Agency needs.

d. Mr. McDonald then gave a short recap (examples) of the past year that outlined the diversity, responsiveness and difficulty in OL's operation -

- (1) P&PD - Management Information System (MIS) online  
- Computer Output Microfilm (COM) data link

- (2) SD - Support Flights

- (3) EO - Covert Activity (CA) Task Group

- (5) LSD - Space/moves  
- NFAC Reorganization

- (6) PD - ADP and Covert Procurements

- (8) P&TS - Close to Table of Organization (TO) Strength

The first time in a while.

- Support to the Panels

- (9) P&PS
- Strategic Plan
  - Logistics Integrated Management System (LIMS)
  - Claims
  - Educational Program
  - IG Study

- (10) PMS - Security in/with Today's Technology

e. Things to come (some examples); programs and problems facing OL -

- (1) PD - Need to improve responsiveness in areas,  
e.g., GP, covert
- (2) LSD
- Overcome budget cuts  
(e.g., furniture, carpet)
  - Future renovations and moves

- (3) RECD - Furniture - do more, improve service by performing task normally provided by GSA, e.g. [ ] NPIC

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- (4) BPS [ ]

- 10-Year Plan
- Budget

- (5) EO & Task Group - Increase in CA, especially in the NE and LA areas

f. Mr. McDonald<sup>thru</sup> gave a brief overview on the Executive Summary covering the new (current) Personnel System -

- (1) Overall, Managers feel/believe new system is a great improvement over previous system.
- (2) Managers believe that no changes should take place now. (Wait and look!)
- (3) Some areas of concern within the system:

time spent on evaluations of certain levels, e.g., junior officers, non-professional (GS-9 and below), secretaries;

flexibility of promotion schedule;

flexibility of career boards;

some rating categories are causing confusion (e.g., potential).

g. Discussion was held on C/P&PD's suggestion to consider holding a regular meeting for all Division and Staff Chiefs with front office personnel to discuss areas of mutual interest. The Deputy Director of Logistics will look into it and advise.

3. Chief, P&PD, OL, presented an overview on where P&PD is headed in the next 3 to 5 years and why.

a. Mass data storage

- (1) Microfilm/fiche process about at its peak now
- (2) Presently Photo Branch is spending 50 percent of its labor on micrographics
- (3) State-of-the-Art for mass data storage is video disc.

Pros - Moves data faster

- Uses present video equipment
- 100,000 page per disc
- has color
- random access
- sound available

Cons - cost is high

- color quality

- (4) P&PD future - computer/equipment to replace time consuming manual labor, e.g., MIS now in P&PD which will project office needs, monitor budget, schedule deliveries, and help cut storage requirement.

#### 4. Strategic Plan

a. Prior to discussing this year's strategic plan, C/P&PS gave a brief overview of a planning tool created for RECD.

- (1) Purpose: Develop a conceptual tool for RECD which outlines present to future requirements and resources.
- (2) A pie chart was used because it lends itself to tracking requirements.
- (3) RECD chart showed <sup>relationship of</sup> resources (human), present tasking, future tasking, and future resources required.
- (4) Chart also establishes a solid history.

b. C/P&PS advised that because of late guidance from the DDA OL's approach to the Strategic Plan had changed.

c. DDA guidance (outline):

- (1) Short 5 year plan outlining OL goals and objectives to reach those goals;
- (2) OL goals should support the DDA goals;
- (3) Goals and objectives should be flexible;
- (4) Strategic Plan should interface with Agency programs/budget.

d. C/P&PS added the following thoughts on the DDA guidance:

- (1) OL <sup>should</sup> ~~will have to~~ submit 9 goals (each Division/Staff is not necessarily required to submit 9 goals);
- (2) DDA is taking the MBO (Milestone) approach to monitor the Strategic Plan;

(3) Personnel, Training, and Security weigh heavily in the DDA goals.

e. Goal I - Create a proper work environment, effective career development and career management, and a realistic successive plan for senior management. This should be flexible enough to change as Agency needs change and incorporate Training, EEO, and affirmative action programs.

(1) Question: What are we doing now?

e.g., Rap sessions

Quarterly Log meetings

Newsletters

Staff notes

Log conferences

Log orientation

Training - internal, external

- self help (LSD is an example)

EEO/Affirmative Action - tracking SOT regarding  
minorities' grades

- OL 5-year goal for  
women, minorities

- women working group

(2) What could we do?

- Follow LSD's lead and expand the self-help training  
with computers;

- Redirect our training to needs, i.e. ADP training  
is lacking;

- Improve quantity and quality of training;

- Increase TO to handle a Large Development  
Complement (this will allow OL the flexibility to  
adjust to changing needs);

- Tie recruitment, training, budget, career  
development together.

#### OL Goal

Training - improve quality and quantity (look at new  
training and needs).

Development Complement - to be reviewed as a means of increasing TO.

f. Goal II - Improve security and rekindle Esprit de Corps

(1) How?

- good communications
- visibility to the workers
- annual security briefings for OL employees  
(how? where?)

OL Goal

Review the feasibility of annual security briefing

Improve Esprit de Corps



g. Goal III - Effective utilization of facilities and plan for additional needs (health and safety have to be considered).

(1) How?

- RECD/LSD implement 10-year plan
- Improve service to Agency by shifting service responsibility from GSA to RECD and LSD
- Capital improvements
- Safety improvements

(2) Problem - capital improvements and safety programs are identified but are never completed because of budget cuts

OL Goal

Accept some responsibility from GSA on service to facilities

- first consider only special use area for feasibility, i.e., Powerhouse, South Building complex, ODP.

Establish joint budget with Safety Staff for safety and capital improvement.

h. Goal IV - Streamline records, reduce waste

How?

Implement R&SB's records audit  
P&PD's study on waste

- (a) reruns, why?
- (b) paper waste

i. Goal V - Support unanticipated demands, requirements

(1) Considerations - now 78 percent of budget is for personnel services

(2) Check - Supply has a paper on supporting surges in the  
covert activities area

j. Goal VI - Recapitalization, exploit "state-of-the-art"

How?

LIMS

Supply recapitalization

Utility study

k. Goal VII - Establish disaster/emergency planning

How?

DDA group already studying plan

OL will approach as a subgroup to DDA study

1. Goal VIII - Provide services in a prompt and efficient manner

How?

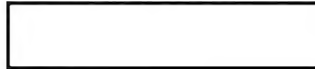
LIMS

people - cross training

people - quality/quantity

facilities - OL VS GSA to provide services

new support - e.g., Procurement team to DDO; RECD



- m. Goal IX - Eliminate duplications

How?

Review possible duplication between COM & RECD engineering

Review printing services provided and by whom

More cross briefings similar to the one held with NSA

5. Management of Marginal Employees -

- a. Question - What is OL's policy on dealing with marginal employees?
- b. Problem - Some marginal employees have over 20 years' service.
- Personnel records do not reflect the true value of the individual.
  - PARs are inflated (instead of 2/3 ratings there are 4/5s)
- c. Possible solutions:
- Live with 5 percent of marginal employees.
  - Set standards. (Realistic?)
  - Concentrate on identifying marginal employees

6. Rotation

a. D/L announced that before the end of the year there will be some rotation at the Division/Staff chief level and solicited comments.

b. Pros

Gain a broader experience for the Division/Staff chief

Generate new ideas

With pay cap, we need ways to generate incentives at that grade level.

Long term - generates a new look into division and staff.

c. Cons

Specialized expertise may be lost.

Short term - mistakes will be made.

d. Consideration - When rotating, maintain a good mix in the Division/Staff level management.

7. Organization

a. DD/L recommended that P&PS proposed Options I & II should be reviewed and discussed with the following considerations taken into account.

- (1) Today's discussion is not for arriving at a final solution but to generate ideas for the D/L's consideration.
- (2) OL should not change for the sake of changing.
- (3) Options I & II are extremes to generate thought.
- (4) Options are not based on in-depth research.
- (5) Main thrust of options deal with PD & SD (acquisition) and RECD & LSD (facilities).

b. Why reorganize?

Improve response to customer needs

Handle increased requirements

c. Present day problems

Response time on high volume low money items

No cross training between PD & SD disciplines

No consolidated acquisition activity

Coordination between functions?

exemplifies that there is not a short term problem of coordination) in facilities AREA

Two career groups in Procurement (the coordination of effort between LSD & RECD; another example is

Handling the increasing requirement from covert activities

d. Considerations

Should OL reorganize now prior to knowing our future need?

Is reorganization the solution to the problem?

Alternatives? What are they?

LIMS? Effect of?

Does LIMS (or any management tool) drive/require reorganization?

(Answer: For LIMS, the answer is no for now, but as the individual modules come up on line some modification in organized structure may be needed)

e. For now - Explore the feasibility of merging like functions. First consideration should focus on acquisition flow (i.e. SPB, GP, IDSB, CPB).